DIRECTOR OF INCOME GENERATION
HEART OF KENT HOSPICE

APPOINTMENT BRIEF | JANUARY 2015
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Welcome Letter from the Chief Executive Designate

Dear Applicant,

Thank you for your interest in the Director of Income Generation opportunity at Heart of Kent Hospice.

I am delighted to have been recently appointed Chief Executive of Heart of Kent Hospice. I am currently Director of Income Generation at the Hospice so I will assume the role of Chief Executive upon the appointment of a new Director of Income Generation. I very much look forward to working with the successful candidate to grow long-term sustainable income for the Hospice.

We are an independent charity providing expert care for people facing the challenge of a life limiting illness. Our catchment area includes Maidstone, Aylesford, Tonbridge and Malling and the surrounding villages. Our specialist teams care for nearly 1,000 patients and their families each year at home or in the Hospice, improving the quality of life and helping them live each day as fully as possible.

Providing exceptional care for people with a life limiting illness is at the very heart of what we do, and over the last 20 years we have built a strong reputation within the local community for the quality of our care.

It costs over £4m a year to run our services. We currently receive an NHS grant of around £900,000 each year, which means we rely heavily on donations and fundraising from our local community to help us raise over £3m each year.

It is the role of the Income Generation team to forge close partnerships with our local community and encourage supporters, existing and new, to donate so that the Hospice can meet the end of life needs of our local community year on year.

We are seeking to appoint a confident, inspiring leader with outstanding staff management and leadership skills, who is keen to build on the success of recent developments and initiatives.

Yours faithfully

Sarah Pugh
Heart of Kent Hospice is an independent local charity. We are here to provide skilled, high quality care for all those facing the challenge of a life limiting illness. We work in Maidstone, Aylesford, Tonbridge and Malling and the surrounding villages.

Our care is tailored and individualised for each patient and their family and is provided in their own home or in the Hospice to improve their quality of care at the end of life.

It costs Heart of Kent Hospice over £4m each year to deliver its services. Just over 23% of our income comes from the NHS which means we must raise over £3m each year to continue to deliver our patient and family services free of charge. This balance must be raised from grants, legacies, trusts, our community, local businesses and through our charity shops and lottery.

**Our Services**

- 10 bedded Inpatient Unit
- Day Therapy care (Magnolia Place)
- Drop-in Centre
- Care at home
- Physiotherapy
- Occupational therapy
- Complementary therapies
- Social work services
- Bereavement support
- Education and training
- Welfare advice
- Art therapy
- Chaplaincy

**Our History**

The Heart of Kent Hospice first opened its doors in 1991 as a result of the dedication of local people who set up the ‘Wishing Well Appeal’ to raise £1.3m to build the Hospice. The HRH Diana Princess of Wales officially opened the Hospice in October 1992.

From small beginnings with only four inpatient beds the Hospice has gone from strength to strength, through the commitment and hard work of its staff and volunteers, and the invaluable support of its local community. Since the Hospice opened it has cared for over 6,000 patients and their families and over £35m has been raised through the huge generosity of local people who have run, swam, walked, cycled, organised events, made a donation or climbed mountains, all in support of the Hospice.

In 1992, the Hospice opened its first charity shop in Maidstone and in 1994 it set up the Heart of Kent Trading Ltd to take over the trading activities of the Hospice. It now has 14 shops across the local area that provide a valuable source of income for the Hospice.

The Hospice has continued to significantly improve its facilities and offer a wider access to its services in the local community. In 2007 the Hospice received a grant from the Department of Health to extend the Inpatient Unit and Day Therapy Centre, which was officially opened by HRH the Duchess of Gloucester in 2009 following an 18 month programme of refurbishment. This was closely followed with further funding from the Department of Health in 2010 to create a new garden room, an attractive landscaped garden, more welcoming reception area and additional consultation and therapy rooms. These improved facilities were opened in 2011 by the Bishop of Rochester.

Many of our staff and volunteers have worked for the Hospice since it opened in 1991. Over the years thousands of individuals have helped shape the Hospice but our core purpose has always remained the same, to provide compassionate care to people who are facing the challenges of a life limiting illness.
INCOME GENERATION

The Income Generation team comprises Fundraising (Individual Giving and Community Engagement), Retail and Communications.

Fundraising is set to raise over £2m in 2014-15. Following a significant restructure of the Fundraising team in early 2014 and investment in new staff members, 2014-15 has seen a significant step change in Fundraising performance. Successes include:

- Net income for the Summer Superdraw 2014 reached more than treble that of 2013
- Over £170,000 has been raised from Trusts and Foundations since April
- Over 1,200 participants took part in our Bluebell Walk in May 2014
- New Hospice events launched include our Rainbow Run, which had over 1,000 participants, and Belmond British Pullman events in summer 2015
- Lottery player numbers have reached over 7,000
- New Charity of the Year, business and community partnerships have been secured

In 2013-14, the Hospice’s Retail activities raised over £1m. We have currently have 14 Heart of Kent Hospice shops, with our 15th shop due to open in February. As well as shops, retail incorporates eBay sales and Christmas card sales. (NB Our King Street Coffee Shop does not form part of the Retail team as it sits within Catering and Hospitality.)

The Income Generation team includes Communications, with responsibility for the Hospice brand, internal and external communications.
**JOB DESCRIPTION**

The Director of Income Generation will lead on the development and implementation of a comprehensive and effective income generation strategy to achieve the Hospice’s strategic objectives for significant long term income growth, increased profile and greater supporter engagement. Providing leadership and management to the Income Generation team, the Director of Income Generation will ensure fundraising, retail and communications targets are met.

As a member of the Executive team, the Director of Income Generation will participate in strategic planning for the Hospice. With responsibility for leading on the Hospice’s internal and external communications, the Director of Income Generation will develop awareness of the Hospice and encourage support from all sectors of the local community.

**MAIN RESPONSIBILITIES:**

1. **Professional**

   - To lead on the development and implementation of the Hospice’s overall income generation strategy; this will include the evolution of existing income streams, and the development of innovative income generation initiatives ensuring objectives and targets are met.

   - To manage the expenditure and income budget for income generation; lead the income generation teams in setting and achieving ambitious income targets, effectively monitoring budgets and performance to meet objectives.

   - To identify, research, develop and implement new sources of income to achieve significant growth in income generation activities, improving cost-income ratios, long term sustainability and overall performance of the teams.

   - To establish, agree and monitor key performance indicators for income generation and marketing activities; monitor and report on progress in relation to income and expenditure targets, ensuring business and income objectives are met.

   - To work closely with the Executive Team contributing to the development, implementation and monitoring of organisational strategy and business plans, and the overall management of the Hospice.

   - To prepare and implement a marketing and communications strategy that supports the organisational strategy, and develops the values of the brand and brand awareness.

   - To lead and manage the income generation and marketing teams, ensuring that the teams are focused, driven and have clearly set objectives; conduct regular one to one meetings, appraising performance and coaching and mentoring team members to fulfil their potential and the demands of their roles.

   - To work collaboratively with clinical, educational and voluntary services to support the development of robust business cases that will maximise income opportunities; ensure effective information sharing and consistency of objectives throughout the organisation.

   - To work closely with the media and other key stakeholders ensuring that Heart of Kent Hospice has a strong and positive profile and continues to be held in the highest regard.

   - To work with other colleagues across the organisation to maximise networking and profile raising opportunities.
o To ensure effective information sharing throughout the department, maximising synergy between fundraising, marketing and retail business activities.

o To maintain a broad awareness of developments and trends in the wider income generation environment, ensuring that any potential implications for the charity are addressed and opportunities maximised.

o To ensure that the Hospice complies with current legislation and best practice in relation to income generation, and that all activities maximise opportunities arising from changes in legislation and government policy.

o To ensure the Hospice’s corporate identity and guidelines show consistency of approach across the organisation and all communications materials and publications are aligned with the Hospice’s brand and strategy.

o To oversee the management and development of the Hospice’s website and social networking activities, giving editorial direction as appropriate.

o To oversee the management and development of the Raiser’s Edge database, and to put in place systems for using it as an effective income generation tool.

o To develop a working knowledge of issues relating to specialist palliative care and their wider, environmental impacts on income generation activities.

o To communicate and liaise with a wide range of external organisations, both commercial and in the public sector, building positive relationships with all of the key stakeholders.

o To respond to enquiries from, and maintain good relations with, internal and external contacts at all levels in a timely manner.

o To ensure appropriate records and documentation are maintained to a high standard both in electronic and written form. Produce reports, statistics and other information as requested in a timely manner.

o The postholder will be required to work flexibly and duties may need to be undertaken in the evenings and at weekends as well as within normal working hours.

2. Professional Competence

o Keep up-to-date with current legislation, professional practice issues and relevant developments in specialist palliative care.

o Participate in the Hospice performance review and appraisal process and ensure that staff within the income generation teams are appraised annually.

o Attend all statutory and mandatory training and undertake training and development as identified through individual performance reviews.

o Participate in the Hospice multi-professional internal and external teaching programme.

3. Education and Research

o To establish and maintain effective relationships with service managers in the sector, including both statutory and voluntary agencies.

o To support colleagues in their professional development.
To participate in research projects as appropriate.

To assist in the delivery of the Hospice training programme for multi-professional groups. This will include both external training and in-house training.

To promote an awareness of and participate in the dissemination of research findings as appropriate.

4. Financial and Corporate

To contribute to the business planning cycle of the Hospice.

To plan and manage the budgets for each department accountable to the Director of Income Generation, ensuring that costs are kept within budgetary constraints.

To contribute to the evaluation of systems of work and procedures and to identify possible efficiency improvements.

5. Management

To attend meetings pertinent to organisational and professional responsibilities.

To produce management/service/project reports and assessment data as required.

To ensure all income generation activities are fully compliant with the Hospice’s mission, vision and values, legal requirements and the Institute of Fundraising Codes of Practice.

6 External Relations

To represent the Hospice with other organisations and maintain good relations with them as appropriate.

To participate in the production of promotional material for distribution to potential stakeholders.

To support income generation/volunteer events as appropriate.

To ensure that the Hospice is positively represented in a professional manner to the public and other stakeholders.

7. Clinical Governance

To support the Hospice’s clinical governance programme.

To be aware of and comply with relevant Hospice policies and procedures and participate in their review and development as appropriate.

To participate in the development, review and audit of quality standards and contribute to the process of continuous quality improvement throughout the Hospice.

To take personal responsibility for risk management in his/her work and undertake to review practices and learn from experience.

To ensure Hospice policies and procedures and clinical governance guidance are adhered to in handling any complaints, accidents and incidents, and to bring Critical Incidents to the attention of the Chief Executive.
o To take all possible steps to safeguard the welfare and safety of staff, patients, and visitors, being aware of the requirements of the Health & Safety Policy.

o To develop and maintain evidence-based practice.

o To participate in periodic strategic service reviews.

o To participate in monitoring patient and family satisfaction with all patient services.

8. Communication

o To promote close harmonious working relationships and good communication links with colleagues at all levels throughout the Hospice.

o To maintain records in accordance with mandatory legal requirements and the Hospice standards for documentation.

o Liaise as necessary with other professionals working in the Hospice and the wider community.

9. Health and Safety

o To take reasonable care of themselves and others that may be affected by what you do while at work, and to co-operate in the implementation of the Hospice’s Health, Safety and Environmental policy.

10. General

o To behave at all times in a manner befitting the post and the professional dignity of the Hospice.

o To work as a member of the Hospice team, to foster the team’s caring mission and to have a commitment to the cause of helping patients and their families with palliative care needs.

o To maintain an appropriate standard of confidentiality. Any disclosure of confidential information (including personal information kept on computer or other media) made unlawfully outside the proper course of duty will be treated as a serious disciplinary offence.

o To carry out such other duties which may reasonably be requested.

This job description is a broad reflection of the current duties. It may be amended and developed in the light of experience and will be the focus for objective-setting in an annual appraisal.
PERSON SPECIFICATION

EDUCATION AND QUALIFICATIONS

- Educated to degree level or equivalent.
- A relevant fundraising, marketing or sales related qualification or membership of a professional organisation.

KNOWLEDGE AND EXPERIENCE

- Substantial senior management experience which has included evaluating and improving performance and planning in response to complex organisational demands.
- Significant experience of developing and implementing successful income generation strategies in line with an organisation’s overall strategic aims.
- Demonstrable experience of developing and implementing robust and successful business cases.
- Successful track record of achieving, and significantly increasing a charity’s income generation targets, and proven ability to maximise return on investment.
- Strong management and leadership skills including demonstrable experience of managing individual and team performance.
- Strong project management skills and experience, and the ability to plan and manage a variety of projects ensuring a joined up approach to diverse activities.
- Experience of using a computerised fundraising database, i.e. Raiser’s Edge, and of developing and overseeing strong supporting systems and procedures.

PERSONAL SKILLS & ABILITIES

- Strong budget monitoring skills with the ability to interpret financial information and act accordingly.
- Team player with a proactive and flexible problem-solving approach, which ensures effective co-operation and collaboration across different teams in a change management environment.
- Highly effective planning, organisational and time management skills, with the ability to work to agreed deadlines.
- Evidence of on-going professional development and a commitment to continual personal and team development.
- Ability to network and form effective relationships with a wide range of individuals and organisations, staff teams, external stakeholders and internal departments.
- Demonstrable ability to contribute to the ongoing planning processes of the charity.
- Highly developed interpersonal and inter-professional communication skills with the ability to represent the Hospice at all levels, and to work effectively as part of a multi-professional team.
• Ability to formulate and implement new ideas for fundraising and income development including the use of social media

• Outstanding written, oral and presentation skills and the ability to produce accurate reports and analysis.

• Diplomacy, tact and proven ability to professionally interact with staff, volunteers and stakeholders.

• Ability to travel independently with use of own car and must have clean driving licence.

• Flexible approach to working hours, able to work out of normal office hours.

• Broad understanding of charity legislation as it applies to income generation at the highest level.

• Working knowledge and experience of the Institute of Fundraising codes of practice.

• Confident computer literacy skills and familiarity with current office applications.

• Energetic and enthusiastic with the ability to collaborate across multiple teams and departments.

• An appreciation of voluntary sector healthcare provision and a commitment to the values of the Hospice, its mission and vision.

DESIRABLE

• Knowledge and experience of working with volunteers.
**TERMS OF APPOINTMENT**

**SALARY:** £55,000

**PENSION:** Opportunity to remain in NHS pension scheme if already contributing (or have been within last 12 months). As an alternative to the NHS pension scheme, our workplace pension scheme would be the National Employment Savings Trust (NEST). The current employer contribution is 1% of “qualifying earnings”, rising to 2% in 2017 and 3% in 2018. The minimum employee contribution is 1% of qualifying earnings, rising to 3% in 2017 and 5% in 2018.

**ANNUAL LEAVE:** Annual leave entitlement on commencement would be 35 days inclusive of bank holidays.

**OFFICE LOCATION:** The Heart of Kent Hospice, Preston Hall, Aylesford, Kent ME20 7PU

**HOURS:** The work is based around an average of 37.5 hours per week, which will include un-social and irregular hours. You will be required to manage your time effectively to maintain a work life balance. Flexible working arrangements could be considered.
APPLICATION PROCESS

If you would like to apply for this position, please send the following:

- An up to date CV outlining your employment history, academic and professional qualifications
- Your completed Application Form
- A Supporting Statement (no more than 2 x A4 pages)
  - Demonstrating how you meet the Education & Qualifications and Knowledge & Experience criteria as set out in the Person Specification
  - Outlining why you are interested in working for Heart of Kent Hospice

Please submit your completed application to executive@harrishill.co.uk to arrive by 9am on Friday 13th February 2015.

NEXT STEPS:

- Closing date for applications 9am, Friday 13th February
- Initial interviews with Harris Hill 16th – 24th February
- First interviews with Heart of Kent Hospice Thursday 5th March
- Final interviews with Heart of Kent Hospice Wednesday 11th March

Please state in your application if you have any commitments during the interview period that may coincide with these dates. If you require any further information, please call Sandra Hamovic at Harris Hill on 020 7820 7318.
The Heart of Kent Hospice is a registered charity based at Preston Hall, Aylesford near Maidstone in Kent. The Hospice opened in 1991 and has provided an exceptional level of specialist end of life care for patients and their families ever since. Our care is free and is offered to those who need it. Our services cost over £4m a year to run with over £3m being raised by our local community.

We are seeking a highly experienced and successful fundraising professional who will be responsible for organisational leadership as part of the Senior Management Team, income generation and supporting and motivating a team of 25+ staff.

The successful candidate will have:

- Substantial management experience gained at a senior level
- Significant experience of developing and implementing successful income generation strategies
- Strong written and oral communication skills with the ability to represent the Hospice at all levels
- Successful track record of achieving, and significantly increasing a charity’s income generation targets, and proven ability to maximise return on investment
- Strong management and leadership skills including demonstrable experience of managing individual and team performance.

If you would like to receive an Information Pack for this role, and details on how to apply, please send your CV to executive@harrishill.co.uk. Alternatively, please contact Sandra Hamovic on 020 7820 7318.

**Closing date for applications:** 9am Friday 13th February 2015